

## Summary Sheet

### **Name of Committee and Date of Committee Meeting**

Cabinet and Commissioners' Decision Making Meeting – 21 May 2018

### **Report Title**

Enabling School Improvement

### **Is this a Key Decision and has it been included on the Forward Plan?**

No, but it has been included on the Forward Plan

### **Strategic Director Approving Submission of the Report**

Mel Meggs, Acting Strategic Director of Children and Young People's Services

### **Report Author(s)**

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### **Ward(s) Affected**

All

## **Summary**

This report provides Cabinet with an overview of proposals for the future enablement of School Improvement in Rotherham and proposals to bring together key Strategic Partners to create a Rotherham Strategic Education Partnership Board to set and oversee Rotherham Education priorities.

## **Recommendations**

1. That the outcome of the consultation on Enabling School Improvement be noted.
2. That the commitment to working with individual settings, schools and strategic partners with pace, pride and passion to further develop good and outstanding provision be noted.
3. That the establishment of a Rotherham Strategic Education Partnership Board, as set out in section 4 of this report, to create opportunities to exploit synergies; identify both gaps in provision and duplication and create greater strategic coherence and help to secure improved outcomes be endorsed.
4. That the proposal to recruit to the substantive post of Assistant Director (Education) recognising this may be through a permanent appointment or a fixed term full time/part time seconded appointment be noted.

5. That the operational decisions of the Strategic Director of Children and Young People's Services relating to the relocation of operational functions be noted.

**List of Appendices Included**

Appendix 1 Enabling School Improvement consultation outcome

**Background Papers**

Enabling School Improvement report

Local Government Association - Enabling School Improvement reports (December 2017 and January 2018)

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

No

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## Enabling School Improvement

### 1. Recommendations

- 1.1 That the outcome of the consultation on Enabling School Improvement be noted.
- 1.2 That the commitment to working with individual settings, schools and strategic partners with pace, pride and passion to further develop good and outstanding provision be noted.
- 1.3 That the establishment of a Rotherham Strategic Education Partnership Board, as set out in section 4 of this report, to create opportunities to exploit synergies; identify both gaps in provision and duplication and create greater strategic coherence and help to secure improved outcomes be endorsed.
- 1.4 That the proposal to recruit to the substantive post of Assistant Director (Education) recognising this may be through a permanent appointment or a fixed term full time/part time seconded appointment be noted.
- 1.5 That the operational decisions of the Strategic Director of Children and Young People's Services relating to the relocation of operational functions be noted.

### 2. Background

- 2.1 A defining feature of the recent history of the English education system has been the growth of school autonomy. The 2010 government White Paper 'The Importance of Teaching' stated that "*the primary responsibility for improvement rests with the schools themselves*" and set out an ambition for "*the school system to become more effectively self-improving.*" The aim of creating a self-improving school system led by networks of schools, soft federations, hard federations and multi academy trusts is part of a process which is transforming the relationships between schools and local authorities.
- 2.2 The area which is changing most rapidly is in school improvement and interventions:
  - More school-led partnership leading school improvement
  - School leaders are becoming more confident they can access high quality support
  - School leaders see the attraction of being connected to at least one formal network
  - School improvement is increasingly characterised by joint proactive development and peer evaluation
  - Local Authorities have developed a new way of working with all schools and academies
- 2.3 There remains an issue for all Local Authorities as to how their role is to evolve with the focus on three key areas of responsibility:
  - as a convenor of partnerships;
  - as a champion of children, families and communities;
  - as a maker and shaper of effective commissioning.

- 2.4 The Strategic Director of Children and Young People's Services (CYPS) commissioned a report to consider the wider aspects of school improvement in Rotherham for consultation. A document entitled 'Enabling School Improvement' (Background paper 1) was produced and circulated widely to all Headteachers, Chairs of Governors, Chief Executives of Multi-Academy Trusts, Chief Executives of Teaching School Alliances, Diocesan Authorities and other stakeholders including sub-regional partners.
- 2.5 The report document was the main element of consultation with key stakeholders. Discussions were held at meetings with Secondary School Headteachers on 8 February 2018, Special School Headteachers and Pupil Referral Unit Headteachers on 21 February 2018 and Primary School Headteachers on 22 February 2018. Separate meetings were held with Chairs and Vice Chairs of Governors, the Chief Executives of Multi-Academy Trusts and with the Chief Executives of Teaching School Alliances. Other meetings were held upon request.
- 2.6 The report covers:
- Context
  - The continuing role of Local Authorities in supporting School Improvement Systems
  - Existing Local Authority structure
  - Education standards in Rotherham
  - Local Authority duties
  - Rotherham School Improvement provision
  - Financial costs to the Council of providing a School Improvement Service
  - Assessing models to enable and support School Improvement
  - A proposed model
  - Recommendations

### **3. Key Issues**

- 3.1 A period of consultation with key stakeholders began on 7 February 2018 and concluded on 23 March 2018.
- 3.2 Consultation with Key Education Stakeholders focussed on:
- The continuing role of the Local Authority
  - Education priorities
  - Support currently provided in Rotherham
  - Additional Strengths in Rotherham
  - Additional opportunities in Rotherham
  - Additional areas for development in Rotherham
  - Additional challenges in Rotherham
  - Rotherham Strategic Education Partnership Board suggested representation
- 3.3 Consultation with CYPS Staff focussed on:
- The refocus of Rotherham School Improvement Service (RoSIS) and service structure
  - Recruitment to the post of Assistant Director

#### **4. Options considered and recommended proposal**

- 4.1 Section 8 (8.1 to 8.8) of the Enabling School Improvement report (Background Paper 1) outlines a range of models implemented by other Local Authorities that were assessed against the educational needs of Rotherham.
- 4.2 The Local Authority's vision, and the one used as a basis for consultation, is of one Strategic Education Partnership Board chaired by a school leader overseeing the whole school system and connecting all the key partners inside and outside Rotherham to deliver against key priorities. Membership could include representatives of maintained schools, academies, Multi Academy Trust's through their Chief Executive Officer, Chairs of Governors, Local Authority officers and the Lead Elected Member.
- 4.3 A single overarching Strategic Education Partnership Board will give schools and key education partners even greater ownership and responsibility for setting the priorities for improvement and leading the work to deliver them. This will bring together directly or indirectly the expertise of staff employed directly by the Local Authority, individual schools, teaching schools and other school-to-school support providers.
- 4.4 The Strategic Education Partnership Board will establish an even stronger education system for all children, shared by political, Council and school leaders; building stronger connections with other key partners in the region such as the Regional Schools Commissioner and senior Ofsted Inspectors.
- 4.5 The vacant Assistant Director of Education post will be recruited to, for the commencement of the 2018/19 Academic Year. The successful candidate will be in post to provide senior strategic management of the Council's statutory functions as well as deliver on the Enabling School Improvement priorities. The Education portfolio will be rationalised and streamlined to enable a focus on 'raising the bar and closing the gap' for all pupils. The rationalisation of the service is outlined below and detailed in Background Paper 1.
- 4.6 Direct line management of the Virtual School (Children Looked After) will transfer from the School Improvement Service to the Safeguarding Children Service in time for the commencement of the 2018/19 academic year. This will maximise and further enhance synergies with other 'looked after' services. The School Improvement Service will continue to work with the Virtual School and retain a strategic overview of and hold schools to account in relation to the educational outcomes of Looked After Children.
- 4.7 Direct line management of Inclusion Services within Education and Skills, will transfer to the Assistant Director of Commissioning, Performance and Quality (CYPS). This will further build on the close links that already exist in relation to the commissioning of places for children with Special Educational Needs and Disability (SEND). Education Department services will continue to work closely with Inclusion services in relation to the educational outcomes of SEND pupils and in relation to other core services such as education placements and Early Years.

- 4.8 Direct line management of the music service which currently sits within the School Improvement Service will transfer to the Culture, Sport and Tourism Service of the Regeneration and Environment directorate. The move creates an opportunity for the Music Service to be consolidated with the rest of the Council's cultural services. A mutually agreed timetable for the transfer of line management with the Directorate Leadership Team of the Regeneration and Environment directorate, the board of the Music Hub and the Arts Council of England has been established. The School Improvement Service will retain a strategic role in relation to educational outcomes for music.
- 4.9 The Rotherham Youth Enterprise Service (RYE) following restructure, will transfer to the Rotherham Investment & Development Office (RiDO) that sits within the Planning, Regeneration & Transport Service of the Regeneration and Environment directorate. The transfer of service will enable synergies to be fully maximised given already established business links, current overlap and duplication of some functions such as business start-up facilities, resources, premises, administrative/finance work and grant pursuance, bidding and matching functions.

## **5. Consultation**

- 5.1 The consultation with key stakeholders began on 7 February 2018 and concluded on 23 March 2018. Responses were provided through 'Survey Monkey' and by written representation.
- 5.2 There were 43 responses in total to the Education Stakeholders consultation. These included both individual and group responses. (Appendix 1) provides an overview of consultation responses.
- 5.3 The views of CYPS staff were also sought. The staff consultation began on 15 March and ended on 23 March 2018. The responses are outlined in (Appendix 1).
- 5.4 The Local Authority responded as far as possible to observations/comments made and these contributions from stakeholders will be given further consideration as thinking around 'Enabling School Improvement' evolves. The Local Authority is most grateful to all those who attended meetings and offered written observations.
- 5.5 The responses are reflected within the broad areas covered in the Survey Monkey. The issues raised by stakeholders in the category areas are captured in (Appendix 1) along with a response by the Local Authority.
- 5.6 Responses are broadly supportive of the proposal to establish a Strategic Education Partnership Board to exploit synergies, identify gaps in provision and duplication, create greater strategic coherence and help to secure improved outcomes. The need for an Assistant Director of Education within Rotherham Metropolitan Borough Council to support the implementation of the Strategic Partnership Boards priorities was also broadly supported.

## 6. Timetable and Accountability for Implementing this Decision

Date	Action
January 2018	Briefing of Strategic Director and Cabinet Member with recommendations
7 February to 23 March 2018	Consultation and feedback with: Head teachers of Secondary, Primary, Special Schools and Pupil referral Units (PRU's). Chairs and Vice Chairs of Governors. Chief Executive Officers of Multi Academy Trusts Chief Executive Officers of Teaching School Alliances
23 March 2018	Deadline for responses to consultation
April 2018	Publication of final document
April / May 2018	Commence recruitment to Assistant Director of Education post
September 2018	Assistant Director of Education commences

## 7. Financial and Procurement Implications

- 7.1 There are no financial or procurement implications to consider as the delivery of the Local Authority's statutory education duties will continue within the existing allocated budget. There are no financial implications in recruiting to the post of Assistant Director (Education) either through a permanent appointment or a fixed term full time/part time seconded appointment as the post is within the budgeted establishment of the Education & Skills service.
- 7.2 If the Assistant Director position is appointed to as a secondment at the highest salary level (Leadership 41) the annual cost of the appointment would be between £54,975 (2 days) and £82,462 (3 days) against a budget for the established Assistant Director post of £112,327 resulting in a saving of between £29,865 and £57,352 (all figures include on-costs).
- 7.3 The appropriate budget virements will be made between the CYPS and Regeneration and Environment directorates to reflect the transfers of the Music Service and Rotherham Youth Enterprise Service.

## 8. Legal Implications

- 8.1 The Local Authority has statutory duties under a range of statutory frameworks including Admission to School, Admissions Appeals, school place planning, Early Years and education standards. The role of the Assistant Director of Education is to provide senior strategic management of these functions as well as the wider role relating to Enabling School Improvement.

## 9. Human Resources Implications

- 9.1 The recruitment to the position of Assistant Director for Education will follow Rotherham Metropolitan Borough Council established recruitment processes.
- 9.2 The relocation and restructuring of services within the CYPS Directorate and relocation of services to the R & E Directorate have been completed in compliance with Council HR processes.

## **10. Implications for Children and Young People and Vulnerable Adults**

- 10.1 The establishment of the Enabling School Improvement recommendations will lead to a more collegiate approach to the education agenda of 'raising the bar and closing the gap' in relation to educational achievement and attainment for all Children and Young People in Rotherham.

## **11. Equalities and Human Rights Implications**

- 11.1 The establishment of the Enabling School Improvement recommendations will further enhance the Local Authority's role in relation to acting as a convenor of partnerships; as a champion of children, families and communities and as a maker and shaper of effective commissioning. This will further enhance the systems in place to raise the bar and close the gap for all pupils.

## **12. Implications for Partners and Other Directorates**

- 12.1 The proposals will bring together a range of key strategic partners from across the Education Sector to work together in a more collaborative manner, setting the education agenda and priorities within Rotherham.

## **13. Risks and Mitigation**

- 13.1 The risks of not working in collaboration with key strategic partners is that the education system in Rotherham could become disjointed as smaller partnerships form, setting varying priorities across Rotherham. The Enabling School Improvement reports recommendations aim to ensure a collegiate and collaborative approach to education is established and maintained across Rotherham with the Council retaining a key strategic role.

## **14. Accountable Officer(s)**

Mel Meggs, Acting Strategic Director of Children & Young People's Services

Approvals obtained on behalf of:-

	<b>Named Officer</b>	<b>Date</b>
Strategic Director of Finance & Customer Services	Mick Wildman	12.04.2018
Assistant Director of Legal Services	Neil Concannon	13.04.2018
Head of Procurement (if appropriate)		
Head of Human Resources (if appropriate)	Amy Leech	16.04.2018

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